

Letters of Appreciation



MISSOURI
DEVELOPMENT
FINANCE
BOARD

The Term in Review

July 1, 1996 to June 30, 2000



October 2, 2000

Mr. Lyle Rothberg, CPA
Controller
Missouri Development Finance Board
301 West High Street, Room 680
P.O. Box 367
Jefferson City, MO 65102

Dear Mr. Rothberg:

On behalf of our company, Farmland Industries, we would like to express our appreciation for the assistance that the Missouri Development Finance Board provided to us. Your organization was responsive and very helpful throughout the process including the application and subsequent assistance with disbursements and reports.

As we mentioned previously, working with your organization has been refreshing as we navigated the rather complex legislation and processes required implementing the economic incentives for our new headquarters facility in Kansas City.

Sincerely,

John Pasky
Farmland Industries

JP/aw

City
Of
Montgomery

City Hall
775 North Main Street
Montgomery City, MO 63301
473-344-3100
(fax) 473-544-1502

October 13, 2000

Missouri Development Finance Board
Attn: Board Members
301 West High Street
P.O. Box 367
Jefferson City, MO 65102

Dear Board Members,

I am writing you on behalf of the City of Montgomery, Missouri, concerning the great work that has been performed by your organization for us. We are working on a road widening, economic development project which will greatly enhance the safety of the affected area and also greatly increase the marketability of the area owned by the City surrounding the site. We expect this to help us attract new businesses and industries, as well as new citizens with greater opportunities.

Your Board, and in particular Mr. Lyle Rothberg, has been instrumental in making the monetary funding portion of the project possible. I have worked with many governmental agencies and I can say, with no reservations, that yours has been the easiest and least time consuming to deal with. Lyle has made the process extremely streamlined from our end and we are able to access the money in a matter of hours, not months as is the case with most agencies (we do realize that this is beyond the control of the people we deal with directly and they are as frustrated as we are). I would hope that some of the other agencies might use your streamlined process as a model to help upgrade their systems and approaches.

I would be more than happy to be used as a reference for any individual or group who may be getting ready to use the MDPB or may be overrunning your activities and would hope that they get service as good as we have received from Lyle. Please contact me if I can ever be of any assistance to you in the future.

Sincerely,

Steven W. Davis
City Administrator

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Missouri Development Finance Board

"We have appreciated the opportunity to work with the Missouri Development Finance Board and its staff over the past several years. In the year 2000, we have worked with the Board on four transactions involving loans to municipalities for infrastructure facilities and capital improvements. We have found that the Board is eager to work for economic development for Missouri in every way possible. The staff is highly professional and is equally focused on carrying out the mission of the Board. We look forward to working with the Board in the years ahead on projects that will enhance the economic vitality of our State."

— Dennis V. Mitchell, Managing Director,
U.S. Bancorp Piper Jaffray

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"St. Louis-based Allied Gear & Machine Company said it has broken into the Brazilian market with the sale of a \$665,870 printing press to a company based in Sera in Brazil's Espirito Santo State. The sale was backed by a medium-term loan guarantee from the Washington-based Export-Import Bank of the United States, according to a press release from the Ex-Im Bank."

— *St. Louis Business Journal*,
January 11, 1999

"Tax credits have become a great incentive for increasing the charitable giving of several Community Foundation donors. The transferability of MDFB credits allows the proceeds of the transfer to be returned to the donor for yet more giving. Everybody wins: the charity receiving the donation, the donor making the gift, and the taxpayer that purchases the credits."

— *Carolyn Lehr, Director,*
Greater Kansas City Community Foundation





November 22, 2000

Ashley Warner
Finance Coordinator
Missouri Development Finance Board
PO Box 567
Jefferson City MO 65102

Dear Ashley:

Thanks to the Missouri Development Finance Board, the Missouri Association of Municipal Utilities Loan Pool Program is able to support essential infrastructure development in communities all across the state. Small and medium-sized towns are now able to respond to serious needs more rapidly and economically. The Board's vision and foresight in helping establish the MAMU Loan Pool Program has promoted public safety, vital utility service and economic development for citizens throughout Missouri.

The Missouri Association of Municipal Utilities, its members and staff appreciate the continuing opportunity to work with the MDFB, and we strongly commend the Board and its staff for their outstanding commitment to public service. We are grateful to be able to partner with such an outstanding organization.


Dolores Kinchick
General Manager and CEO



ONE UNIVERSITY PLAZA • CAPE GIRARDEAU, MISSOURI 63701-4768 • (573) 891-0000

October 13, 2000

Mr. Robert V. Mirona
Missouri Development Finance Board
Post Office Box 567
Jefferson City, Missouri 65102

Dear Bob:

I greatly appreciate the opportunity to provide this testimonial to the excellent services provided by the Missouri Development Finance Board to the people of Missouri and to our University.

As background, let me say that during the past two years, Southeast Missouri State University and the City of Cape Girardeau have worked together on an ambitious effort to fund a \$38 million project on a bluff overlooking the Mississippi River in downtown Cape Girardeau. This project involves the restoration of an historic property formerly used as a seminary and the construction on this 16-acre site of new buildings to house a School of Visual and Performing Arts, including several performance venues and a regional history and art museum. In addition to its educational and cultural benefits, the project has significant promise for enhancing economic development, tourism, neighborhood redevelopment, and downtown revitalization. Funding of this project is a three-way partnership between the City of Cape Girardeau, the State of Missouri, and the Southeast Missouri University Foundation. It was to assist the University Foundation in raising approximately \$10 million in private gifts that the institution successfully sought ten credits from the Missouri Development Finance Board.

Throughout this process, the work of the Missouri Development Finance Board and its staff has been nothing short of phenomenal. Unlike the stereotype of a bureaucratic government agency, the MDFB has been extraordinarily helpful and customer oriented. From the initial contact to the final awarding of the tax credits, the staff and the Board have assisted with creative ideas on raising money and financing the project, have provided specific information regarding tax credits in a timely manner whenever requested, and have in many ways pointed our personnel toward ways to make this project work. The Development Finance Board and its staff have consistently demonstrated a positive, "can do" attitude toward this project, and have not waited to be asked for help, but have volunteered assistance.

The interest of these individuals in the project was demonstrated conclusively when the Board scheduled a meeting in Cape Girardeau, partly in order to allow all its members to look at the project site and share in our excitement about the potential for enhancement of Cape Girardeau and the entire Southeast Missouri region.

The University's executive staff and the Southeast Board of Regents are extremely grateful for the extraordinary assistance provided by this agency, and we are pleased to offer this letter expressing our appreciation.

Sincerely,

Kenneth W. Dolbren
President

OFFICE OF THE PRESIDENT
(573) 891-0000 • FAX (573) 891-0001

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"One of the most significant barriers to small business entering foreign markets is simply ignorance. Not knowing how or when to proceed; not having the resources or knowledge to take the best route to success; being ignorant of resources that are available; suffering language inadequacies, etc. etc. Burr King's entry into Mexico and Europe is still in its infancy and success is a future probability, still Burr King could not have even begun its ventures without the ready and capable assistance of the MDFB. The public and private sector can work well together as evidenced by our company experience. I applaud the MDFB and encourage its continued work."

— Jim White, Burr King Manufacturing,
Warsaw

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Missouri Development Finance Board



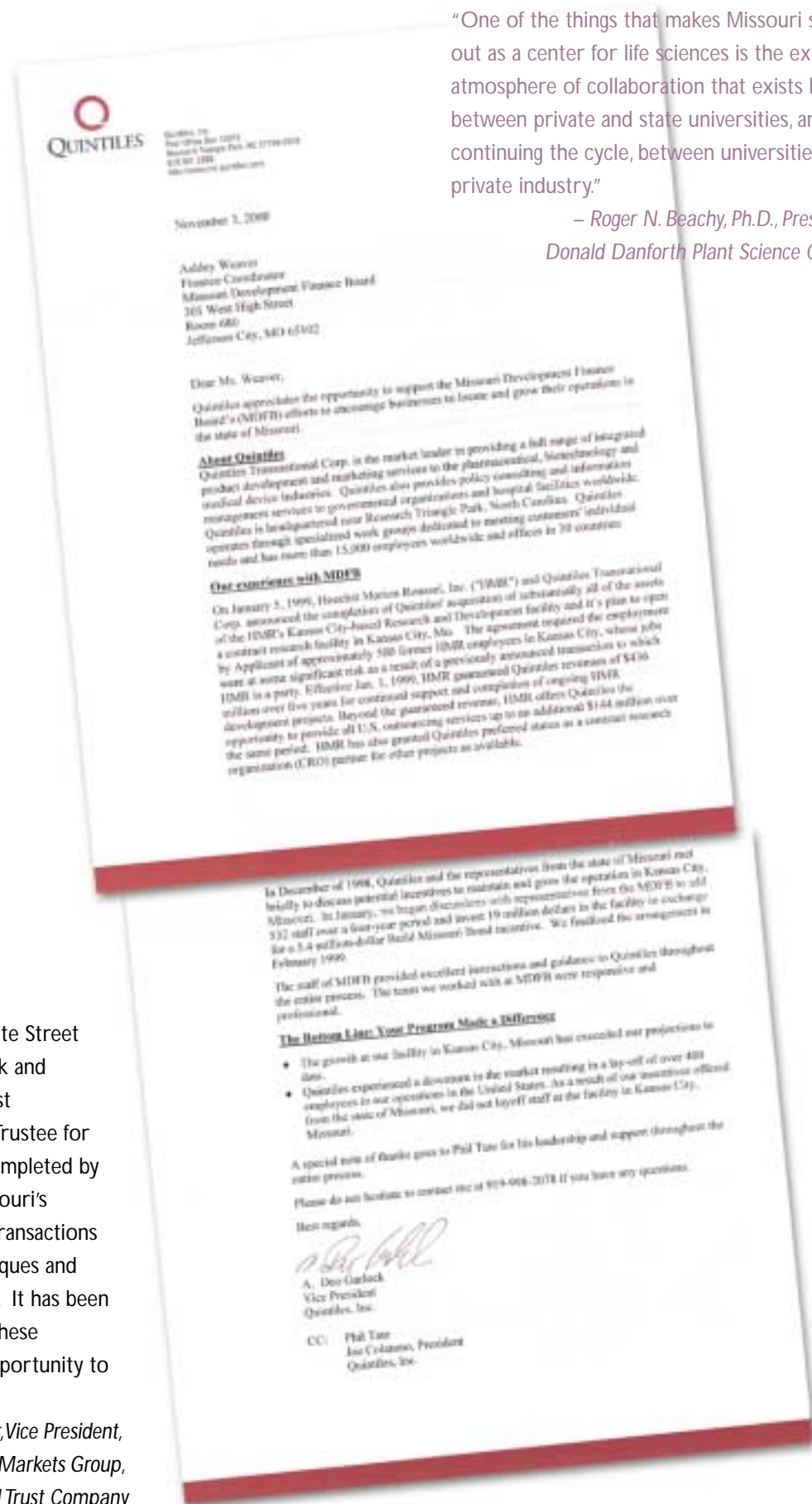
"State Street Bank and Trust

Company of Missouri serves as Trustee for several of the bond financings completed by the Board in furtherance of Missouri's economic development. These transactions utilized a variety financing techniques and involve a diverse mix of projects. It has been exciting for us to participate in these endeavors. We appreciate the opportunity to work with the Board."

– Brian P. Krippner, Vice President,
Financial Markets Group,
State Street Bank and Trust Company

"One of the things that makes Missouri stand out as a center for life sciences is the exciting atmosphere of collaboration that exists here between private and state universities, and continuing the cycle, between universities and private industry."

– Roger N. Beachy, Ph.D., President,
Donald Danforth Plant Science Center



Letters of Appreciation

Missouri Development Finance Board

"When we were considering our options of moving our headquarters to Missouri, the Missouri Development Finance Board and the Department of Economic Development took an active role in our project. The Board's assistance was instrumental in our commitment to expand to Kansas City. The staff's immediate and efficient response to our project also demonstrated the Board's commitment to furthering economic development efforts in Missouri. The cooperation and partnership between our company, the local government, and the board has been a positive experience."

— Michael C. Frost, Chief Operating Office, Lockton Companies, Inc.



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"Ex-Im Bank has helped to finance our foreign business at a reasonable cost. This has created at least 10 jobs in our assembly facility. We believe that our future success will require that we continue to develop foreign customers, and we look forward to our continued good relationship with Ex-Im Bank."

—Jim Devries, Treasurer,
Designs for the Needle
(DFN), Kansas City



Statement for the Missouri Development Finance Board Annual Report

"The Donald Danforth Plant Science Center is designed to be the world's preeminent research institution devoted to basic plant science and its application in agriculture, nutrition and human health. The Danforth Center project -- a visionary and innovative public-private partnership -- is serving as the catalyst for building the collective strengths of world-class business, research and educational institutions in Missouri and in doing so is working with an entire industry sector that is poised for new levels of growth and economic vitality."

"With such a large investment to be made, the Danforth Center's founders turned to the Missouri Development Finance Board for assistance. The board and the administration reviewed plans for the Center and approved a \$25 million tax credit package that leveraged \$30 million in private sector contributions. Today, the Center is growing and thriving. World-class scientists have been recruited and the construction of an extraordinary research facility is nearing completion. Total investment to date exceeds \$150 million. The General Assembly showed tremendous foresight in creating the MDDFB program. The MDDFB was truly vital to the success of this project."

Signed,

William H. Danforth, M.D.,
Chairman, Donald Danforth Plant Science Center

Roger N. Beachy, Ph.D.,
President, Donald Danforth Plant Science Center

Peter H. Raven, Ph.D.,
Director, Missouri Botanical Garden

Richard L. Wallace, Ph.D.,
Chancellor, University of Missouri-Columbia

Mark S. Wrighton, Ph.D.,
Chancellor, Washington University in St. Louis

NOVEMBER 6, 2000



Forest Park Forever
3785 Chapel Drive
St. Louis, MO 63112
Tel: 314-437-7177
Fax: 314-437-7122

September 29, 2000

Lyle S. Ransberg,
Controller
Missouri Development Finance Board
300 West High Street, Room 680
Jefferson City, MO 65102

Dear Lyle:

On behalf of Forest Park Forever, it is my great pleasure and privilege to submit the following testimonial for use in the MDDFB annual report:

The state tax credits awarded to Forest Park by the Missouri Development Finance Board have had a profound impact on the \$43 million capital campaign for the Park's restoration. They have proven to be a critical incentive to companies and individuals who otherwise might not have been motivated to contribute to this important beautification and infrastructure project. In particular, this powerful fundraising tool enabled Forest Park Forever to raise \$10 million from mid-sized companies, which qualified to for a \$5 million challenge grant from the Danforth Foundation. The future of this asset is secure -- thanks in large part to the Finance Board.

Please let me know if there is anything else you need.

Sincerely,

James F. Mann
Executive Director

"When we needed quick answers, the Missouri Development Finance Board got them. They were there to help us; they were quick and thorough. Through our export credit insurance policy, the company is able to comfortably provide open account terms to our customer. The policy insures that we will get paid and provides receivable financing for our company."

— Larry Reader, Cupples Rubber Company, St. Louis

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"The Missouri Development Finance Board (MDFB) and the Missouri BUILD program were key factors in Pechiney Plastic Packaging's decision to establish a new, state-of-the-art flexible packaging plant in Joplin in 1997. Working alongside a team of civic and community officials, MDFB and Pechiney were able to design an attractive development plan that met both our business objectives and operating needs, while representing the community's long-term interests. Since that time, MDFB has continued its support as we work to grow our business. Pechiney is proud to be part of the Joplin community."



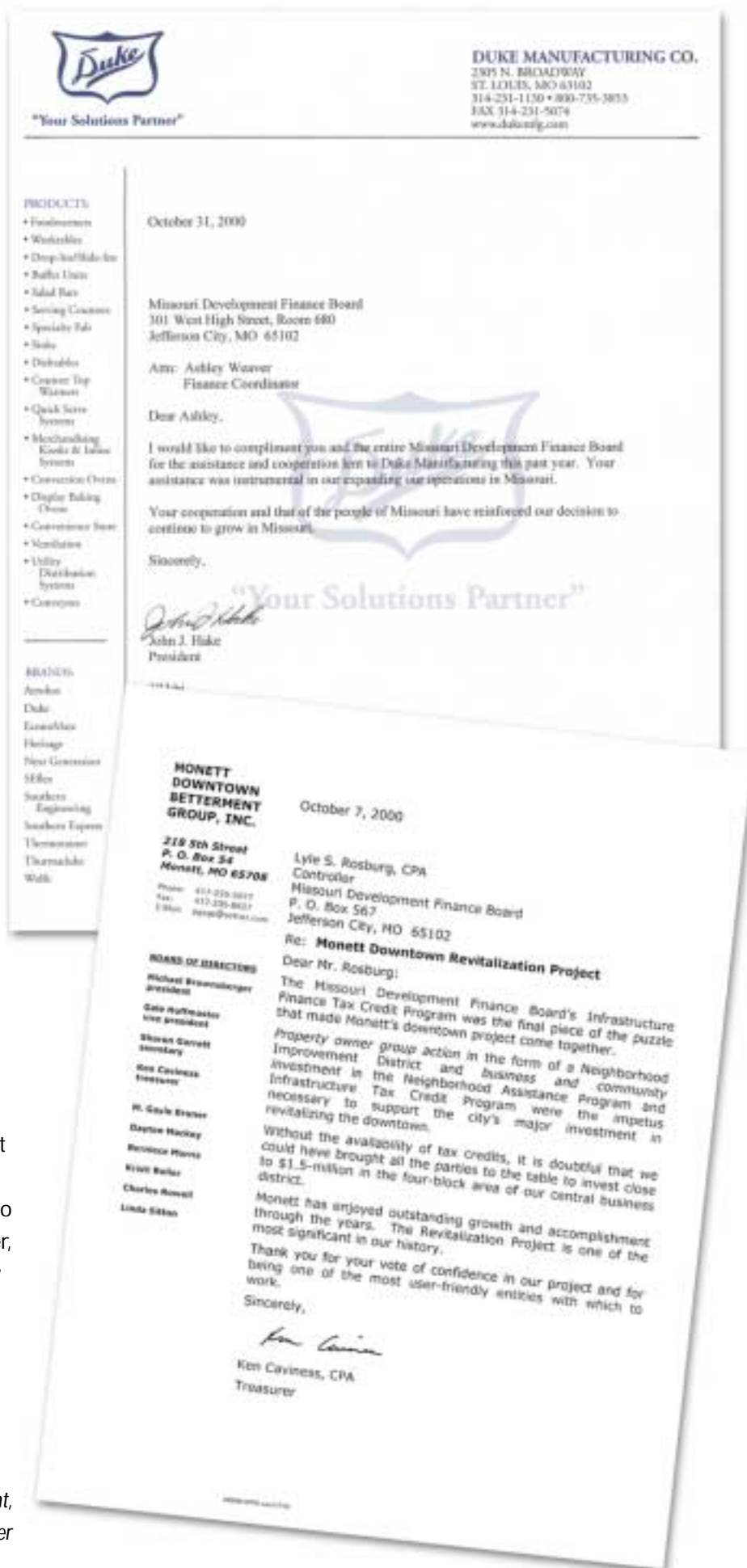
— Robert J. Mosesian, Vice President and Chief Financial Officer,
Pechiney Plastic Packaging, Chicago, Illinois

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"The restoration of Forest Park is one of the most important redevelopment projects ever to take place in the City of St. Louis. The Missouri Development Finance Board tax credits have proven to be an important and vital incentive to potential donors to Forest Park Forever, enabling us to raise much more money at a much greater pace than we had originally projected. We are grateful to the Finance Board for their foresight and confidence in this project, which, when completed, will have a major impact on the St. Louis economy."

— Sam Hayes, former President,
Forest Park Forever





– Robert J. Baer, President and Chief Operating Officer, Unigroup, Inc.
(parent company of Mayflower Transit)

Missouri
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— James See, President, Concept Tool, Warsaw



"The work being done by the MDFB was THE critical piece in the effort to revitalize Starlight Theatre, the nation's second largest theatre of its kind and Kansas City's oldest and largest performing arts organization. ONLY because of the MDFB were we able to complete the most significant capital improvement project in our 50 year history... a new \$10 million state of the art multi-use main stage building that has enabled us to not only offer the newest hits from Broadway and the concert industry, but also to attract visitors from throughout the region due to the enhanced programming. The MDFB effectively utilizes incredibly important economic development tools in a way that is enhancing the quality of life throughout Kansas City and the State of Missouri. Congratulations on your outstanding work."

– Robert M. Rohlf, Executive Vice President/Producer, Starlight Theatre



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Missouri Development Finance Board

"The Missouri Development Finance Board is very responsive to small business. They have promoted the state's involvement in international finance in a very timely and professional manner."

— John Blum,
U.S. Small Business
Administration (SBA),
U.S. Export Assistance
Center, St. Louis



Fellowship of Christian Athletes

October 7, 2000

The Missouri Development Finance Board
301 West High Street, Room 680
P.O. Box 567
Jefferson City, Missouri 65102

Dear Board Members,

As you know, the Fellowship of Christian Athletes, the largest youth organization of its kind in the world, is celebrating a special groundbreaking ceremony on October 23, 2000. The ceremony culminates a two-year campaign to raise \$8.5 million, which will effectively enable us to complete our three-phase capital campaign: 1) acquire additional property adjacent to our land which overlooks the Truman Sports Complex; 2) renovate our current structure, which is now 20 years old; and 3) double the size of our World Headquarters building with an additional 25,000 square feet. The new structure will provide additional office space, a special visitors center, a retail sports shop and a sizable training room, plus many other special features. As you enter the city heading west, our large building will represent amateur sports on the right while professional sports will be represented on the left with the Chiefs' and the Royals' stadiums.

The Missouri Development Finance Board truly deserves much of the credit for this wonderful success story. You stepped up and provided us with a large amount of Missouri tax credits, which we were successful in using to leverage some significant gifts to our organization. This included many first-time gifts from foundations, corporations and individuals. Needless to say, without your wonderful help and assistance, our campaign would not have been successful.

The net result is that countless numbers of lives of our youth, not only in our city and state but throughout America and the world will be positively affected because of you. Thank you for partnering with us. We look forward to your visit, not only at the groundbreaking ceremony but when we dedicate the new addition to our building. God bless you in all that you do.

Sincerely,

John H. Shore
Victory Builders Campaign Manager

8701 Leola Road, Kansas City, Missouri 64129-1685
816-821-0909 • Fax: 816-821-8755 • Website: <http://fcausa.org>

Letters of Appreciation

Missouri Development Finance Board

"MDFB played a critical role in the recent surge of development activity in the Grand Center area. Grand Center utilized the board's tax credit for contribution program. MDFB's tax credits successfully catalyzed development in the area in coordination with activities by the City and Grand Center; MDFB carefully structured its tax credits in a multi-year plan that facilitated the development. As a result, MDFB's investment has spurred revitalization of an entire area and has also helped leverage further economic activity in the surrounding neighborhoods. The Grand Center area's economic development was leveraged by and is directly attributable to the investment by MDFB."

— Linda M. Martinez, Bryan Cave LLP, St. Louis





MISSOURI DEVELOPMENT FINANCE BOARD

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301 West High Street, Room 680

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Jefferson City, Missouri 65102

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